



## ***Section 5***

## **RECOMMENDATIONS**

**ARTS MASTER PLAN - DRAFT**



## Introduction

**The Arts Master Plan provides 11 recommendations based on the following:**

- The Plan's Guiding Principles
  - The Arts Bring Together Diverse People
  - Public-Private Cooperation is Essential
  - The Arts have a Significant Economic Impact
  - Creative Expression Must be Protected and Nurtured
  - Arts Education is Essential
  - Citizen Involvement in the Arts is Essential
- The Objectives and Policies adopted in the Public Facilities and Services Element of the City of Chula Vista's General Plan Update
- The documentation of Chula Vista's existing arts venues, facilities and programs
- The natural, historical, regional and developmental settings for the arts in Chula Vista

The City of Chula Vista's consideration of the recommendations of this plan should be firmly based on the community's strongly expressed desires for the following:

- Increased opportunities for the active participation of all residents in:
  - Developing their creative skills
  - Increasing their awareness of cultural traditions
  - Deepening their appreciation for arts and culture
- Development of new arts facilities
- The potential for growth of local non-profit arts organizations
- Increased public awareness of Chula Vista's arts and culture scene and the City's role in promoting and/or co-promoting cultural and artistic programs that satisfy the interests and needs of all Chula Vista residents and visitors
- Creation, installation and maintenance of public art within the City Of Chula Vista
- Creating an environment wherein artists and cultural organizations can thrive
- Maintaining quality, creativity and diversity in all forms of art and culture
- Fostering intercultural understanding on a local, regional and international level
- Providing increased support for Arts education
- Forging strong partnerships and collaborations between public and private organizations

## RECOMMENDATION #1

### Increase funding for the visual and performing arts in Chula Vista

The City should address the critical need for increased funding of the visual and performing arts in Chula Vista in accordance with the recently adopted policies of the General Plan Update (GPU). In particular, Policy PFS20.1 states, in part, “*Prepare a citywide Cultural Arts Master Plan that....recommends ongoing financial support for the arts through consideration of a percentage for arts program and an increased share of Transient Occupancy Tax.*” In addition, Policy PFS 20.3 states “*Encourage the installation of art pieces in publicly owned spaces and require developers to pay fees or provide art pieces that serve to enhance an individual project and contribute to the appearance and vitality of the development.*”

The following recommendations are based on the GPU policies, the considerable feedback received from interviews, focus groups and public meetings, and the study of other cities’ successful support of arts and culture.

- a. **Establish a Cultural Trust Fund.** The City of Chula Vista should establish a Cultural Trust Fund within the City’s General Fund accounts. This perpetual fund’s balances should carryover from year to year and should be used for receipt and expenditure of percent for art monies, arts grants monies, and other monies specifically earmarked for arts and culture uses including Public Art purchases, maintenance, conservation, local arts group support, and facility acquisition and/or construction. Monies in the City’s Cultural Trust Fund should also be allowed to be expended for installation of temporary artworks and for ongoing maintenance of Public Art.
- b. **Fund Public Art through City’s CIP.** Public Art should be funded, in part, by a City policy that commits 2% of the construction value of the City’s own Capital Improvement Program (CIP), specifically above-grade building projects of \$250,000 or more citywide to the Cultural Trust Fund for public art purchases, installations, maintenance, and administration. Street pavement and sidewalk rehabilitation projects, curb and gutter installations, and ADA curb ramp installations and modifications should be exempted from this policy, along with those portions of other CIP project budgets that have outside funding sources (e.g. Transportation Sales Taxes, Gas Taxes, etc.) that prohibit use of funds for anything outside of specific project expenses. For Capital Improvement Program building projects that are under the aegis of the Redevelopment Agency, monies should be segregated from other funding sources as legally required and expended in accordance with the restrictions of any applicable bond, loan, or grant covenants and conditions.

Current City Redevelopment Agency policies applying to building development and renovation projects in Town Center I and Bayfront Redevelopment Project areas require a 1% public art allocation. These policies, adopted in 1979, should be

changed to a 2% contribution and made applicable to all Chula Vista Redevelopment zones. Public art selection review for Redevelopment Project Areas, currently under the purview of the Design Review Committee, should be transferred to the City's Office of Arts & Culture and the Cultural Arts Commission, pending review by the Chula Vista Redevelopment Corporation.

- c. **Fund Public Art through Private, Non-Residential Development.** For new private, for-profit, non-residential commercial development projects with a valuation of \$250,000 or more, the City Council should establish, by policy, a 2% set-aside for public art. The 2% public art set-aside could be satisfied through developer paid contributions to the new Cultural Trust Fund, or through provision of onsite public art pieces that have successfully passed the review of the Public Art Sub-Committee and Cultural Arts Commission. The 2% set-aside requirement should be based on the building construction costs of the completed projects.
- d. **Address Short and Long Term Funding Needs.** The Office of Arts and Culture and the Cultural Arts Commission should jointly address both short and long term funding strategies for growing the proposed Cultural Trust Fund and to help raise private contributions. These funds would allow the City to:
- Support and encourage the growth of local visual and performing arts groups
  - Support professional arts performances and exhibits taking place within Chula Vista
  - Support a broad range of neighborhood arts programs
  - Support future cultural arts centers
  - Enhance cultural tourism through support of new marketing and promotion efforts

Strategies for growing the Cultural Trust Fund should be based on methods proven successful in other California communities and should include the following:

Short Term:

- After periodically assessing local arts funding needs and opportunities, work in conjunction with the City Manager in the development of the Office of Art and Culture's two year budget
- Continue and encourage collaborations with the local and regional business community, local and regional arts groups, and local schools on projects generating economic benefits to the City through the Arts

Long Term

- Investigate and recommend to Council specific methodologies that will provide sustained and reliable City funding for the Cultural Trust Fund. Examples of funding sources successfully employed in other jurisdictions include committing a portion of annual Transient Occupancy Taxes and special bond issues.
- Collaborate with the non-profit Chula Vista Library Foundation in conducting fundraising for the Foundation's arts endowment fund among individuals, businesses, and private foundations to provide for a permanent, private source of funding to benefit the Arts in Chula Vista

## **RECOMMENDATION #2**

### **Enhance the role of the Cultural Arts Commission**

The role of the Cultural Arts Commission is to advise the City Council on matters related to arts and culture. That role should be enhanced to include providing guidance for the implementation all of the recommendations contained in the Arts Master Plan.

- a. Planning for implementation of the Arts Master Plan should be managed by the Office of Arts & Culture staff with the Cultural Arts Commission making final recommendations to City Council.
- b. The Cultural Arts Commission should continue to have nine Commissioners but with more inclusive representation of the arts community including working visual and performing artists, public artists, arts management professionals, community leaders and members of non-profit arts organization boards.
- c. The Cultural Arts Commission Chair should participate with Office of Arts & Culture staff in providing an annual oral presentation and written plan to City Council/Redevelopment Agency for proposed arts and culture projects for the next fiscal year, a status report on current projects, and a report on projects completed in the last fiscal year.
- d. The Cultural Arts Commission should help ensure that artists are involved in the early stages of concept or design for new building projects falling under the City's 2% for Arts policies. This is best accomplished by the selection of the artist or artist team soon after the project architect or other project lead is selected.
- e. The Office of Arts and Culture should coordinate artist and artist team involvement with new building projects that fall under the City's 2% for Arts policies and provide appropriate reports to the Cultural Arts Commission.
- f. The Cultural Arts Commission should ensure that the Office of Arts & Culture staff continue to work with the City Attorney to develop policies that address issues of importance to artists including, but not limited to, the following: 1) preserving artists' freedom of expression; 2) balancing artists' first amendment, moral, and intellectual property rights with the rights of the City to control its public spaces for future use and reuse; and 3) delimiting contractual waivers of artists' rights under the federal Visual Artists Rights Act, California Civil Code Section 987, and the federal Copyright Act.
- g. The Cultural Arts Commission should oversee the development of a plan for tracking the ongoing maintenance needs of City artworks, in accordance with maintenance guidelines provided by project artists.

- h. The Cultural Arts Commission should ensure that Office of Arts & Culture staff coordinates periodic workshops on artwork maintenance to City workers in departments responsible for maintenance. Professional conservators should be responsible for major restorations, when needed.
- i. The Cultural Arts Commission should ensure that Office of Arts & Culture staff conducts a periodic maintenance survey of the public art collection.
- j. The Cultural Arts Commission should ensure that the Arts Master Plan is continuously reviewed and subsequently updated every five to ten years.
- k. The Cultural Arts Commission should ensure that the Office of Arts & Culture is adequately staffed in order to: administer an expanded Public Art program
  - Liaison with other City departments regarding the inclusion of art/artists in key projects
  - Administer new visual and performing arts projects and programs
  - Provide technical support to Chula Vista's arts community
  - Integrate/coordinate with the Port of San Diego's Public Art Committee and staff regarding public art selection and installations within Port holdings on the Bayfront



## RECOMMENDATION #3

### Create a Northwest Area Arts District and Enhance Existing Opportunities

Nearly all of the participants in the community inputs process emphasized that the City of Chula Vista and the South Bay region have a great need for performing arts venues and visual arts facilities. The planned revitalization of the Urban Core, the scheduled renovation of the Civic Center Library, and the ongoing Bayfront development plans present unprecedented and timely opportunities for Chula Vista to create prominent, appropriate locations for performing and visual arts venues and facilities.

The revitalization of the Urban Core will present numerous opportunities for the involvement of visual artists in necessary public works projects related to larger-scale street improvements, sidewalk improvements, transit stops, landscaping, and signage. Artists can create public art pieces and installations, as well as create major iconic gateways to the Urban Core Arts District through their involvement in these projects.

The Northwest Area Arts District should encompass the Urban Core planning area and the Bayfront Development area, with H Street designated as an Arts Promenade.



*A proposed Northwest Area Arts District is illustrated in Figure 6 – Recommended Northwest Area Arts District and Arts Movement Components.*



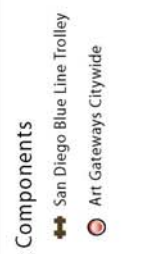
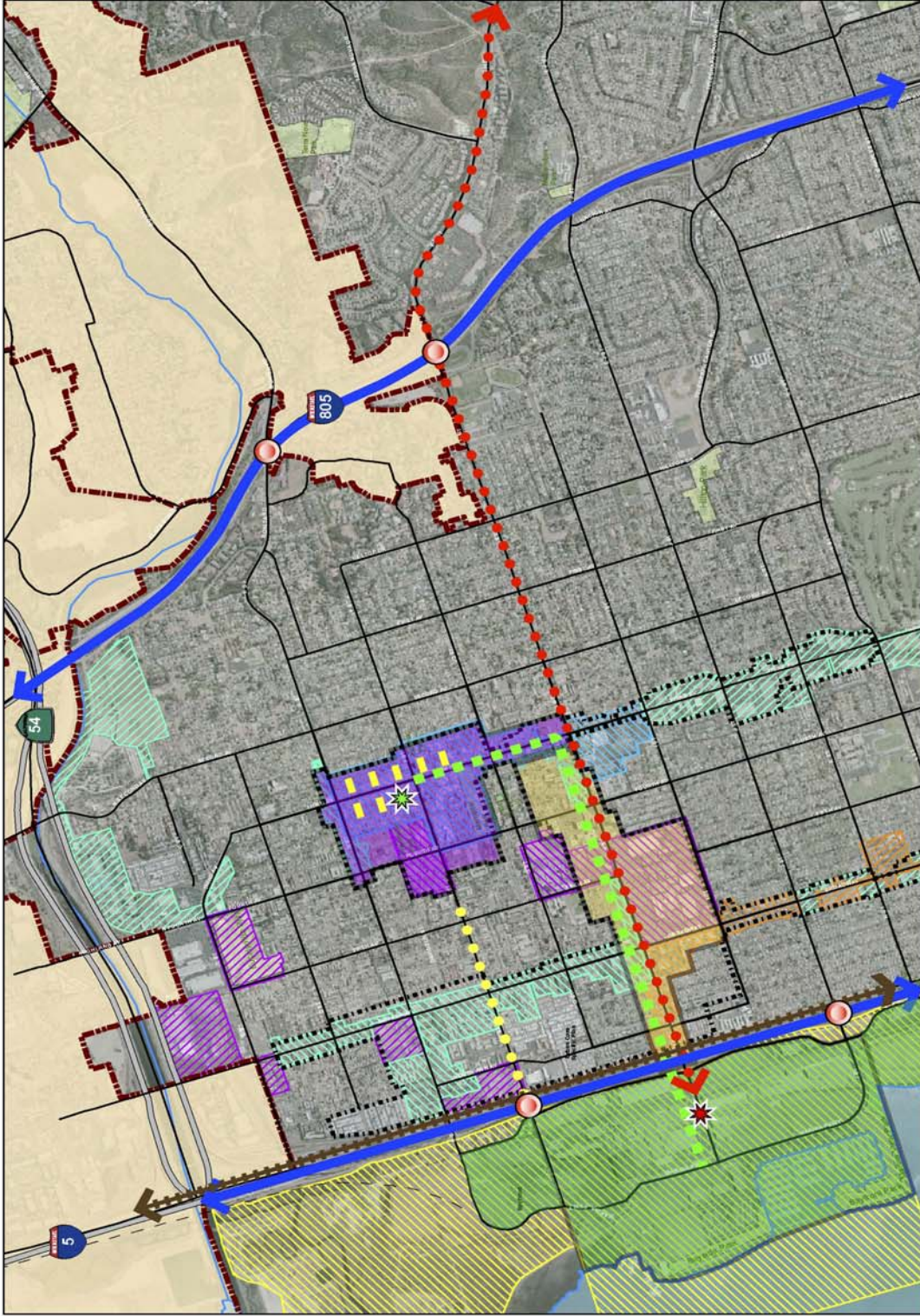


Figure 6: Recommended Northwest Area Arts District and Arts Movement Components





### ***Facilities for the Performing and Visual Arts in the Third Avenue Village***

- a. The Third Avenue Village is an ideal location for a **Village Arts Center** comprised of a 400 to 600 fixed seat Proscenium theatre, a 99 seat Black Box theatre, rehearsal spaces, and a dedicated area for visual art exhibits. It is recommended that the City prepare a feasibility study for the location and development of a Village Arts Center that includes specific recommendations for siting criteria, funding, construction and operation of the facility. This feasibility study should be undertaken as soon as possible – before the planned revitalization of the Village creates major increases in property values and acquisition costs.

The Third Avenue Village Arts Center would provide up-to-date venues appropriate for performances by community theater groups, school groups, visual artists, and visiting professional companies. This Center should be designed to be of high caliber in every regard to make viewing of plays, musical productions, and art exhibits an enjoyable, special experience. The facility should be carefully integrated with the scale and fabric of the Village.

- b. **Artist Activated Spaces** should be located within the heart of the Third Avenue Village. Like the Village Arts Center, Artist Activated Spaces should also be identified as soon as possible. The Artist Activated Spaces could be comprised of one storefront module in each block or several clustered within a block and would be either one or two stories in height depending on the block and the building.

Once identified, these spaces should be made available for use by artists as either gallery spaces for the visual arts and/or small performance spaces for live, film or video productions. Artist live-work spaces could be incorporated into some of these spaces – particularly if a two-story structure is acquired.

Artists or groups of artists from Chula Vista, the South Bay Region and Mexico could be invited to submit proposals for use of the spaces. The City or its Redevelopment Agency would need to make some investments in the infrastructure of the spaces but some or all of this investment could be made by the artists themselves depending on the extent of infrastructure upgrading required. Leases could be initially subsidized by the Redevelopment Agency to keep artists' costs low, with a decreasing amount of annual subsidy provided over the period of the lease term.

The creation of Artist Activated Spaces will help jump-start the revitalization of the Third Avenue Village area and create a vital component of arts activity in the Northwest Area Arts District. With City assistance/subsidies of these spaces, the presence of the working artists in the Village and Downtown will be assured for the long-term.

Selection of the sites and evaluation of their impact on the Village should be coordinated with the Third Avenue Village Association.

- c. The planned renovation of the **Civic Center Library** by 2008 should include thorough renovation of the Library's outdated 152 seat auditorium into a modern, adequately-equipped performing and media arts center. This facility should be considered as a part of the Third Avenue Village arts scene and marketing and programming of this venue should be coordinated with other arts activities taking place on nearby Third Avenue.

### ***Facilities for the Performing and Visual Arts in the Bayfront***

The Bayfront is an ideal location for a **Bayfront Arts Center** comprised of a 1,800 to 2,400-seat theater, a 99-seat black box theater, associated rehearsal spaces and a 25,000 square foot **Visual Arts Gallery**. These facilities should be programmed for use by both the Chula Vista community and visiting performing companies and visual artists.

The City should immediately make certain that the Bayfront Master Plan provides adequate waterfront space for the Bayfront Arts Center. The Center should be visually prominent from the Bay and should also be located to create the visual terminus of H Street. Locating the new Bayfront Arts Center on-axis with H Street, a street running through the entire City, will create a powerful symbol of the importance that the Chula Vista community places on the arts.

The architecture of the new Bayfront Arts Center should be developed through an international competition. Because of the current lack of contextual buildings, as exists for the Village Performing Arts Center, the Bayfront Center should be sculptural and iconic in character. Forms that are compatible with the spirit of flight represented by the birds migrating to the wetlands and the former production of aircraft at Rohr Industries should be considered. It has been demonstrated that arts venues located in such iconic structures will draw many more visitors than those housed in traditional structures.

Parking for the Bayfront Arts Center should be provided by a Bayfront parking district or other shared parking approach rather than considered as part of the building complex. This will enable the Bayfront Arts Center to have maximum exposure to both a waterfront pedestrian promenade and an interior pedestrian promenade that links the Arts Center with the other retail, hotel, meeting space and open space components of the Bayfront project.

### ***H Street Arts Promenade***

**H Street**, in the Urban Core Specific Plan, is recommended to become a Grand Boulevard – a high-density mixed-use area with townhouses, public transit connections, larger buildings, new retail and commercial opportunities and open space. The H Street Grand Boulevard should also be an Arts Promenade which emphasizes the visual arts, including traditional sculpture, electronic media, banners, temporary and permanent public art installations, murals, mosaics and artist designed street furniture components.

The entire length of H Street, from far eastern Chula Vista to the Bayfront, should be treated as an “arts corridor” that serves to transport all residents to the major arts

facilities and events within Chula Vista and connects the eastern portions of the City to the western portions.

Visual arts features should be located in the public rights-of-way of H Street, which includes both the sidewalks and the street right-of-way. A careful redesign of the portion of H Street public right-of-way between Third Avenue and the Bayfront should be undertaken as soon as possible and should address H Streets interrelated functions as a/an:

- Major pedestrian promenade with commensurate amenities including pedestrian scaled lighting, seasonal and event banners and appropriate amenities including benches, trash receptacles and drinking fountains
- Major Arts Promenade with temporary or permanent public art elements
- Corridor for new Arts Buses and future Bus Rapid Transit vehicles
- Interface with the San Diego Metropolitan Trolley Stations at E Street, H Street, and Palomar Street
- Gateway to the Third Avenue Village and the Bayfront
- Continuing carrier of an appropriate level of automobile traffic

### **F Street Connector**

In the Urban Core Specific Plan, F Street is designated as a pedestrian and bicycle-oriented street with public markets, pocket parks, and enhanced pedestrian amenities. F Street will also serve as an important connector between the Third Avenue Village and Bayfront components of the Northwest Area Arts District.



## **RECOMMENDATION #4**

### **Create a Blue Ribbon Task Force to Raise Funds for Capital Needs of New and Existing Chula Vista Arts Facilities**

This Blue Ribbon Task Force should be appointed by Council and should be comprised of City neighborhood, business and educational leaders who would be charged with a concentrated effort of raising private funds on a major scale. Recent and current developers of eastern Chula Vista, the Bayfront and other major projects in Chula Vista, as well as wealthy individuals, should be given the opportunity to contribute funds for near term construction of new visual and performing arts facilities and to provide for support/expansion of existing facilities. The Chula Vista Public Library's recently-formed non-profit charitable agency, the Chula Vista Public Library Foundation, should be the fiscal, tax-exempt agency for the receipt and distribution of contributed funds generated by the Blue Ribbon Task Force.

## **RECOMMENDATION #5**

### **Establish Art Nights in Chula Vista**

Following creation of the Northwest Area Arts District, the opening of more arts venues and facilities, and the growth of the Third Avenue Village Association's *Third Thursdays on Third* events, the City should help coordinate an Art Nights in Chula Vista program to allow residents and visitors to experience the visual and performing arts available in the City.

Arts Shuttle buses and/or the Bus Rapid Transit buses should be available during off-peak hours to take participants on customized routes, which could vary somewhat with each Art Night. Buses should be scheduled to arrive at each arts venue or facility on approximately one-half hour intervals to provide the potential of visiting multiple locations over a period of three to four hours.

